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1 June 1981

MEMORANDUM FOR: Deputy Director for National Foreign Assessment

SUBJECT : Possible Agenda Items for Meetings with the DCI

John

At the staff meeting last week you mentioned the DCI's plan to meet with the deputies separately and asked for possible topics for discussion in such meetings. On the assumption this request is not overtaken by the word this morning that you and I are to meet with the DCI every Friday, here are a couple of starters. Both will take some advance preparation.

-- The Structure of Soviet Estimates. We regularly come under pressure to load into 11-3/8 or 11/14 discussions of broader Soviet strategy and objectives. Complying with these requests throws the finished estimate out of balance, makes it even more difficult to do, and embroils us in controversy over basically subjective judgments concerning Soviet motivation. Our solution is to define the scope of these estimates rather narrowly, and treat the broader questions in a new NIE 11-4 that might be titled "Soviet National Security Policy." To accomplish this will require the cooperation of NFIB principals. At the same time we need to discuss the terms of reference of 11-4, what an appropriate structure of building-block estimates might look like, and what might be their periodicity. A session with the DCI that would include the two of us plus Heymann, [redacted] would be a good start. I am asking Heymann to start thinking about the structure of 11-4.

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-- Net Assessments. You and the DDCI have provided us comments on Brandwein's paper. [redacted] and I are uncertain whether we are all attaching the same meaning to such terms as "comparative analysis." I have asked [redacted] to return to the charge with an attempted

[redacted]

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classification of specific analyses in 11-3/8-80 as acceptable or unacceptable under the guidelines as we interpret them. Once we are in agreement, a discussion with the DCI would be in order.

-- Recruitment of NIOs. If this is appropriate for such a forum, it ought to be top priority and I recommend we use Friday's meeting for that. We can't do much about anything, substantive or procedural, until we have some people to do it.

[redacted]

Richard Lehman
Chairman
National Intelligence Council

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